

## Leveraging the “Miracle on the Han River”

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*Editor's Note: This new series on inclusion shares the perspectives of Employee Resource Groups (ERGs) across the Bank Group. We caught up recently with the key members of the Bank-Fund Staff Korean Association.*

What's the first word that comes to mind when you say “Korea?” For an older generation, it could be the Korean War. Ask a college student today, and you might hear “Hyundai” or “Samsung phones.”

At the end of a devastating war in the early 1950s, Korea was one of the poorest countries around. By 1980, it was a middle-income country with per capita GDP of about \$2,300.

Today, South Korea is the 10th-largest global economy by purchasing power parity. Its per capita GDP is now about \$30,000 and the country is playing a greater role in the global community, hosting the recent G20 Summit and today's 4th High Level Forum on Aid Effectiveness in Busan.

Such an unprecedented transformation begs the question—is the Bank Group doing all it can to leverage the experiential knowledge



The Korean Association hosts a variety of activities. Recent highlights include hosting Im Sang-Soo, an award-winning Korean film director, and Venerable Pomnyun, a renowned Buddhist monk. Pictured are, from left: Janice Ryu, Haeduck Lee, Hoonae Kim, Jae So, and Hoon Soh.

of what South Koreans call the “Miracle on the Han River?”

Today the Bank Group employs 88 Koreans at all grade levels—72 at the Bank and 16 at IFC. There are five Korean managers. The Bank Group dubs South Korea a “Nationality of Focus” (NOF)—which means Koreans are under-represented on staff—and therefore makes an extra effort to hire more.

In November 2010, after the Bank Group advertised broadly in Korea and the U.S., 400 applications

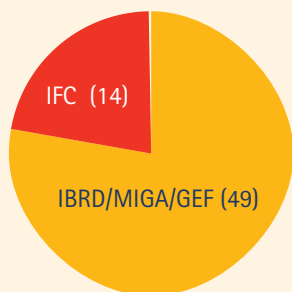
streamed in. More than 40 Koreans were interviewed and 13 considered of further interest. So far, one professional has been hired.

“I would like to see more Koreans recruited,” said Hoonae Kim, one of five Korean managers at the institution. Kim is the current President of the Bank-Fund Staff Korean Association, which aims to share Korean culture, provide networking opportunities, and support members' career development.

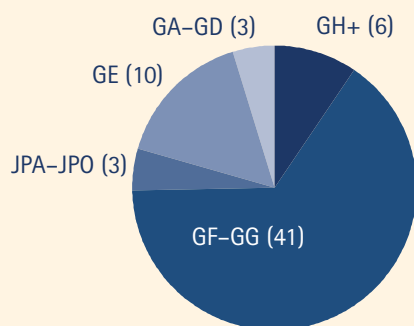
In the past, cultural differences may have prevented Koreans from finding jobs. But this is changing. “The younger generation is more globalized and fluent in English,” said Jae So, manager in the Water and Sanitation Program (WSP). The Bank has more than 50 Koreans working in temporary positions—several encounter difficulties gaining permanent jobs.

“My sense is that the Bank under-utilizes Korean staff in engaging with clients,” said Hoon Soh. “You can't take a

Korean Staff by Organization



Korean Staff by Grade



WBG all staff data as of Q1FY12

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## Preventing Domestic Abuse

The fact that some Bank staff may suffer from, or perpetrate, abuse at home may be hard for some to fathom. It defies the stereotypes of us as highly educated, worldly, even prestigious professionals.

Yet, domestic abuse does happen to—and is committed by—“people like us.” And often the survivors are hurting in silence, too ashamed to speak up.

A panel of advocates and experts gathered at the Bank on October 6, to launch Domestic Violence Awareness Month, and bring attention to this oft-hidden issue, for the benefit of both victims and those around them, including colleagues.

“Let me be clear. The World Bank Group will not tolerate abusive behavior. Individuals will not be able to hide behind the institution,” continued Anstey who encouraged any suffering staffers or family members to use the support available: an off-site crisis hotline, confidential and free third-party counseling for staff, spouses and children, legal referrals and more.

“We are here to tell the truth about the most common crime against women around the world... and to break the isolation,” said keynote speaker, Lynn Rosenthal, the White House’s first-ever Advisor on Violence Against Women (see *Q&A with Rosenthal on page 4*).

allow abuse to go unchecked: belief that abuse is a family matter, belief that women are to blame, and a justice system that fails to hold abusers accountable. In the U.S. alone domestic abuse causes two million injuries and three deaths per day, Rosenthal said.

Sheila Siwela, Ambassador of the Republic of Zambia to the U.S., called domestic violence a “mind revolution issue” and said that change can only start from inside the person.

Warning signs for victims may include but are not limited to: absenteeism, isolation, or unexplained injuries. Or in the words of Ambassador Siwela, “You may not see a bruise, but you can see a shrinking heart.”

But how do we help people to help themselves? Knowing the warning signs and listening are essential.

“This is especially important in an institution like the Bank, where being thought of as a victim may threaten one’s self-image,” said Elizabeth Legrain, the Bank Group’s Domestic Abuse Prevention coordinator.

“Don’t stay in isolation, because there are people there to help you,” said Legrain.

*Learn more about HR’s Domestic Abuse Prevention by typing “abuse” in your browser.*

*Article contributed by Dani Clark.*

## “Don’t stay in isolation, because there are people there to help you.”

– Elizabeth Legrain

Domestic abuse is defined as a pattern of coercive behavior—physical, sexual, psychological or financial—that causes hurt, fear, suffering, and even death.

“According to studies, globally one third of women have been beaten, coerced into sex, or otherwise abused during their lifetimes,” said Managing Director Caroline Anstey at the “Partnering to Prevent Domestic Abuse” discussion, co-sponsored by the World Bank, IMF, and Inter-American Development Bank.

Rosenthal, who works to coordinate efforts across U.S. federal agencies to address domestic violence and sexual assault, told a series of harrowing stories of women who had been abused and whose suffering was prolonged—often by the misconceptions of those around them.

“Everywhere I turned, people told me it was my fault,” said one survivor, according to Rosenthal. “I felt completely and utterly alone.”

In fact, Rosenthal pointed out, one U.S. study revealed that three trends

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cookie-cutter approach, since development solutions have to be tailored to the unique characteristics of the country—but you can certainly transfer some aspects of our success. I see a demand from our clients to learn more about Korea’s experience.”

DEC senior economist Haeduck Lee said Koreans can contribute a lot to the development mission. “Peer learning is an excellent way for Bank clients to learn. If we had more Korean staff to talk about these experiences, then we could pass on that message much faster. Senior level staff with institutional

memory will soon be retiring. We need to act before it’s too late to share experiences with clients. Solutions have to be tailored to the unique characteristics of the country—but you can certainly transfer aspects of Korean success. I see a demand from our clients to learn more about Korea’s experience.”

# Profiles in D&I Leadership

*One in a series profiling the recipients of the D&I Leadership Awards.*

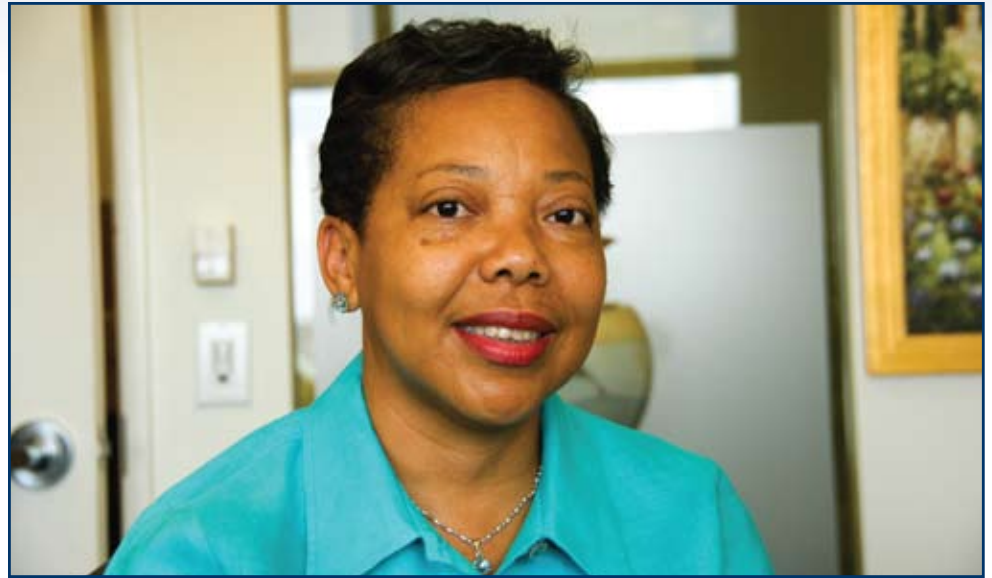
## Patricia McKenzie

When she won a Diversity & Inclusion Leadership Award this year, manager Pat McKenzie's nomination read, "Pat is a natural leader who combines technical excellence with extraordinary skill in knowing how to inspire her staff, lending confidence, providing encouragement and challenges for staff to reach their full potential."

In 2002 when she joined the Bank, McKenzie was a Sr. Financial Management Specialist in Latin America and the Caribbean (LAC). She moved to OPCS in 2006 and later returned to LAC to serve as Lead Financial Management Specialist. Today, McKenzie manages a team of 16 people in Financial Management (FM) for the Middle East and North Africa. Their focus is on providing reasonable assurance on the use of Bank funds and the team supports the development of FM capacity in partner countries. Most of her team works in the field, from Morocco to Yemen and countries in between.

As a result, McKenzie has had to refine her communications style: "I always had an open-door policy, but I've had to do a lot more talking. Email doesn't do well. I have at least one staff member each in a number of countries, so I need to do a lot of one-on-one. I've had to rely on technology to open a space for communication, as a means of staying connected with our team."

Culturally, McKenzie has come across new perspectives as well. "Every time I make a hiring decision, I strive toward balance to attain more equity." For McKenzie, a more critical issue has been



cultivating a more inclusive atmosphere. "I've really been working to open up space to get people to express views. The revolution in the Middle East has a lot to do about repression and voice. In my group, I've just been focusing on having more open communication in our team meetings, and written and oral communication. We don't pull rank. We listen."

McKenzie's roots make her more inclined to operate this way: "My Caribbean background plays a part. We grow up in an open environment. We are not afraid to express our views. You can bounce any idea off of me without me forming a judgment," she said. "I just help people take their ideas to the next level. It goes beyond race and gender and is an attitude of inclusion."

This sort of inclusive workplace is essential for high-performing teams. "First, you get a sense of ownership. Second, enhanced collegiality means that people help each other more often. Third, there is collective sense of accomplishment."

This style of management is nothing new for McKenzie. Prior to joining MNA, for several years, McKenzie was the D&I Coordinator for the OPCS VPU, where she served as a long-time diversity mentor. "My role is to let people's light shine."

Her nominating colleagues recognized as much: "[McKenzie] gives clear guidance, honest feedback and role-models humility and cultural sensibility. She has been part of formal mentoring arrangements, but also mentors countless other colleagues at varying degrees of informality across all grade levels, both in HQ and in Country Offices. As a result of her sharing, many of the junior members of her team have successfully applied the learning and have themselves become leaders in the FM area."

For McKenzie, the award was a surprise: "When I got over the shock, I felt rewarded. My real reward is to see people leave my office and do great things ... I have to be true to this. The award puts an onus on me to do more."



## Q&A with Lynn Rosenthal

### *White House Advisor on Violence Against Women*

**Q: How long have you been in this position?**

A: I was appointed White House Advisor on Violence Against Women by President Obama in July 2009. When Vice President [Joseph] Biden joined the ticket, we advocates were thrilled, because we knew he would raise the profile of this issue.

**Q: What led you to believe so?**

A: As a Senator, Biden drafted the legislation that became the Violence Against Women Act. It was a watershed piece of legislation that created a coordinated response to violence at the local and state level.

**Q: Say more about the Act.**

A: It was passed in 1994. It was the first recognition at the federal level of domestic violence and sexual assault on the lives of women and communities. Prior to that, fund-

has existed, so it's a rare opportunity to make a difference. We want to ensure we are leveraging all the resources and capacity of the federal government to reduce violence.

**Q: What is your current focus?**

A: Each year, 2 million women suffer injuries from domestic violence. Three women a day are killed. For every one, about nine are badly injured. This is a severe level of violence, and I believe that many of these homicides are avoidable. I work with federal agencies to equip communities to be more proactive—to see the warning signs and act. Some local communities have pilot programs. In Maryland, for example, homicides have dropped 41 percent in three years. It's about screening for indicators and connecting victims immediately to services.

**I work with federal agencies to equip communities to be more proactive—to see the warning signs and act.**

ing was piecemeal. But this was comprehensive—criminal justice, law enforcement, and courts. It transformed the community response, not only because it brought resources, but also because it required shelters, advocates, and the court system to work together. It has made a tremendous difference in the community response to domestic violence and sexual assault.

**Q: How do you carry out your role?**

A: I work with federal agencies to improve our response to violence against women across the board. We meet regularly to learn from each other, share strategies, and take action. It's the first time this position

**Q: What initiative are you most excited about?**

A: Women age 16 to 24 in the U.S. suffer the highest rates of sexual assault, dating violence, and domestic violence. In college, one in five will be assaulted. To counter this, Vice President Biden has launched an initiative called "1is2many." Earlier this year, he announced new guidelines for colleges and universities about their responsibilities under federal law to prevent sexual assault. We know that this is making a real difference on campuses all across the country.

**Q: Describe your career trajectory.**

A: I started as director of a shelter for battered women covering eight



counties in Tallahassee, Florida—before the Violence Against Women Act. I saw how communities were struggling with resources. I remember hoping that one day this would change. Subsequently, I moved into the legislative and policy arena, in Florida, and then as Director of the National Network to End Domestic Violence in Washington, D.C. So I'm an advocate. I come from the grassroots.

**Q: Any parting advice?**

A: The battered women's movement started 30 years ago with humble beginnings. The first shelters were living rooms; the first hotlines were home phone numbers. These women set out to change the world, and they have. Yet, we still have a long way to go. I want to encourage us all to continue to urge victims to seek support. If you have a friend or family member experiencing abuse, be there for them and connect them to the resources they need. Don't let them suffer alone.

For more information on *thE-Junction*, contact Pauline Ramprasad, 202-473-0821, [ramprasad@worldbank.org](mailto:ramprasad@worldbank.org).